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ABSTRACT

This book offers a guide to implementing Total Quality Management (TQM) in public and private organizations based on interviews and site visits with 12 award-winning companies. Part 1 provides an overview of TQM, attempts to put the Quality Revolution into perspective, and suggests diagnostic questions to determine whether TQM is appropriate for a specific organization. Part 2 offers a strategic implementation plan based on the key success factors identified as common to all the Baldrige Award winners. These included: (1) establishing supportive organizational roles and structures; (2) using the right tools and processes; (3) implementing long term educational programs; (4) creating meaningful recognition and reward systems; and (5) encouraging complete and regular communication. Part 3 examines the Baldrige and President's Awards and presents their winners. The Malcolm Baldrige National Quality Award and the President's Award for Quality are two national competitions in the United States which have stimulated and focused attention on the Quality Movement. It examines why and how large and small organization competed for these awards, how the competition affected them, what they learned in the process, and how they are maintaining an improvement process since winning their award. Resources at the end of the book provide a glossary of TQM terms, a directory of TQM organizations and centers, and an annotated bibliography of TQM publications. (Contains over 150 references.) (JB)

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